

A green wavy line representing a hill spans the width of the slide. Five black silhouettes of people are positioned along the crest of the hill, walking from left to right. The first silhouette is a small child, followed by a person, then a person with a backpack, then another person with a backpack, and finally a person in a graduation cap and gown.

# Indiana Department of Education

**Glenda Ritz, NBCT**

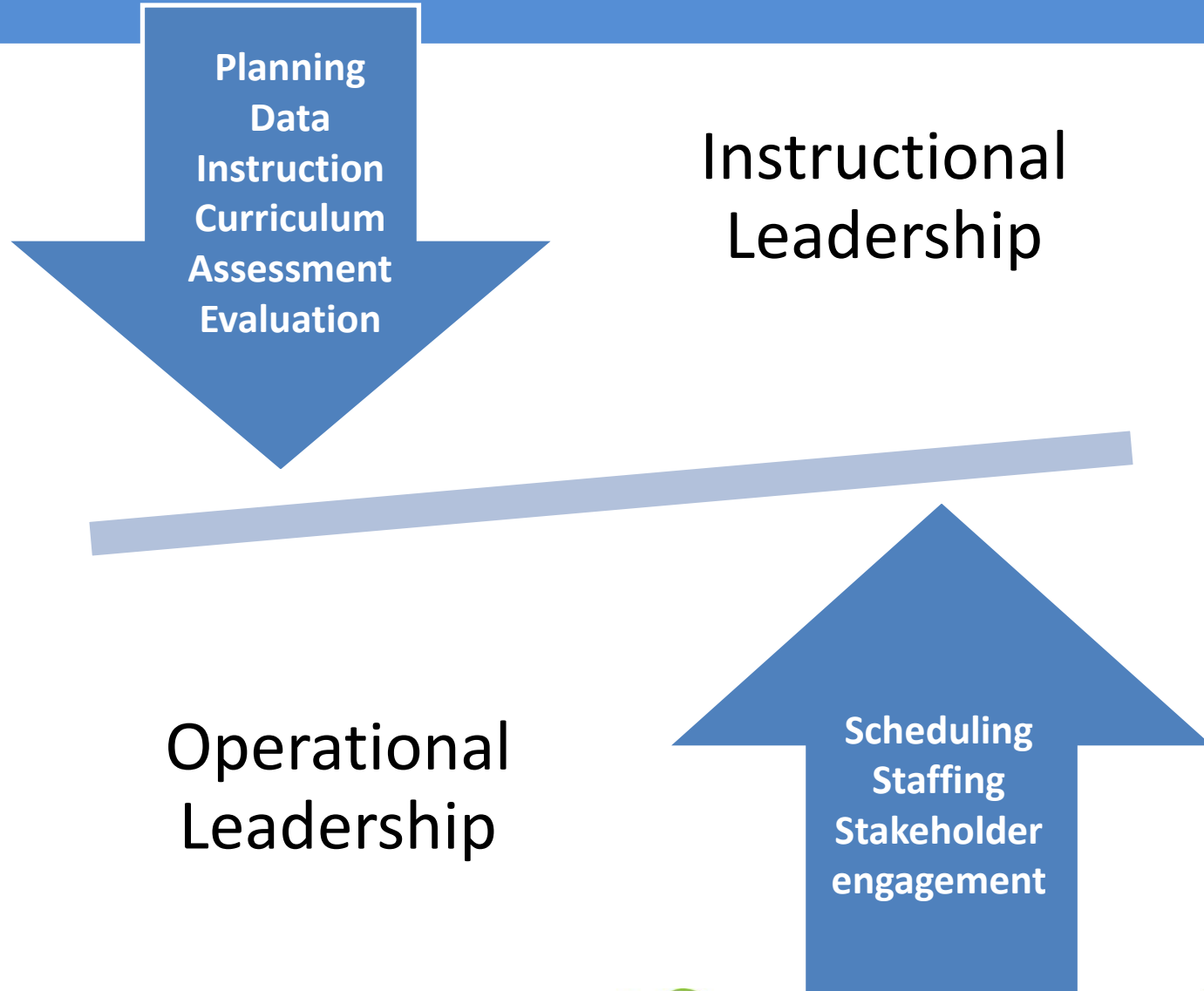
Indiana Superintendent of Public Instruction

## Turnaround Principle #1: Effective Leadership

Outreach Division of School Improvement

317-232-0524

# This principle defined:



# What does it look like?



# Mission and Vision

- A well-developed mission and vision that is created collaboratively with all stakeholders and communicated regularly.
- The vision of the school influences all decision-making
- Staff can articulate the expectations, goals, and current data.



# Strategic Planning

- School Improvement plan is not a document on a shelf, but is revisited regularly in data meetings.
- Data protocols are part of the school culture.
- Multiple forms of data are discussed and analyzed to drive total school improvement.



# Climate and Culture

- The school has a safe and welcoming culture.
- There is a behavior system in place that is consistently implemented in every classroom, hallway, and shared space in the school.
- Students can articulate expectations. They take pride in their school.
- Regular and systematic reviews are conducted on climate and culture of the building.
- Families are involved in the school – a well-defined two way street.



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Indiana Superintendent of Public Instruction

# Curriculum, Instruction, & Assessment

- Regular discussions and professional development about instruction and assessment.
- The principal is present in classrooms and conducts walk-throughs and observations daily. Immediate feedback is given.
- The principal reviews lesson plans for instructional strategies and multiple assessment methods.
- Principal ensures that all teachers have access and are utilizing college and career ready curriculum.



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# Curriculum, Instruction, & Assessment

- Data systems provide opportunities for teachers to determine student achievement as well as instructional discussions.
- Teachers respond quickly to students who do not master objectives.



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# Staffing

- Data from observations and walk-throughs are used to guide PD.
- Teacher observation data is top-notch.
- Recruiting practices include creative means to recruit new teachers and interviewing for positions.
- Teachers are placed intentionally in the right positions.
- All collaboration time is focused on instructional priorities and led by data.



# Use of time

- Master Schedule prioritizes instructional time
  - mainly increased time for both ELA and math.
- Interventions are in place for students 2 or more years behind in math and ELA.
- Teachers have sufficient and intentional collaboration time for planning and also to learn from each other.



# Family & Community Engagement

- The principal actively involves families and community members in student learning.
- The principal intentionally develops ways to engage stakeholders in both celebrations as well as decision-making.
- Community support services are evident in the school.



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# Resources

- [New Thinking about Instructional Leadership](#)
- [Building Effective Leadership Teams](#)
- [Building Community Schools](#)
- [The Principal as Instructional Leader](#)
- [Leadership for School Improvement](#)
- [www.doe.in.gov/outreach](http://www.doe.in.gov/outreach)

